

APPENDIX 3
Major Capital Projects
(\$000s)

Division/Project name	2018 Cash Flow			Total Project Cost		Status	Start Date	End Date		Life to Date	
	Appr.	YTD Spend	YE Projec Spend	Appr. Budget	Life to Date			Planned	Revised	On Budget	On Time
Economic Development and Culture											
St. Lawrence Roof	1,914	1,710	1,710	2,528	2,324	On Track	Apr-17	Jul-18	Oct-18	Ⓔ	Ⓔ
Comments:	This project, initially planned and budgeted for 2015, was deferred until the fall of 2017. In 2018, additional funding of \$1.250 million was approved to complete Phase 2. Phase 1 was not fully completed before the project expanded to Phase 2 through a POA that provided substantial savings to the City. The project was complete at year-end except for additional scope added by TO Live (formerly CTT) for a fall-arrest system.										
Explanation for Delay:											
Casa Loma Phase 9a	2,029	1,832	1,832	3,298	2,159	On Track	Oct-17	Dec-20		Ⓔ	Ⓔ
Comments:	In response to tenant Liberty Entertainment Group's operational priorities, the scope of work for this project was changed. The changed scope required approvals different from the original project, which required more time. Construction accelerated in 2018, and the overall project remains on time and on budget. This phase of work on the perimeter fence is scheduled for completion in April 2019 and phase 2 at the north campus will be complete by December 2019.										
Explanation for Delay:											
The Guild Cultural Revitalization	2,098	417	417	5,848	447	On Track	Sep-18	Dec-20		Ⓔ	Ⓔ
Comments:	EDC Capital Assets worked on site development, design and tendering of the arts centre in Building 191 through 2018. The Bid Award Panel awarded the Contract to Atlas Construction at its meeting on December 9, 2018. According to the schedule, construction will start early 2019, and the building will open in Q4 2020.										
Explanation for Delay:											
Long-Term Care Homes & Services											
Project Name; KIPLING ACRES SITE 2 (PHASE 3)	0	0	0	47,500	44,500	Completed	Sep-14	Mar-16	May-17	Ⓔ	Ⓔ
Comments:	Kipling Acres Redevelopment reached substantial performance in May 2017. All of the cash flow was spent or accrued to resolve remaining deficiencies and legal claims.										
Explanation for Delay:											
Parks, Forestry and Recreation											
Ferry Boat Replacement #1	110	93	110	12,500	932	Significant Delay	Mar-15	Dec-18	Dec-21	Ⓕ	Ⓕ
Comments:	A RFP was issued in July 2017 for professional services for additional ferry fleet replacement analysis. The contract was awarded to KPMG LLP working with BMT Group Ltd. The analysis was completed and provided to the City in late 2018. Concept Naval will be continuing with design work as soon as the Purchase Order and associated contract is amended in 2019.										
Explanation for Delay:	The additional analysis provides comprehensive review of existing ferry operations. It will inform immediate ferry replacement decisions (around design elements) as well as long-term strategic ferry fleet replacement direction. It will ensure that the ultimate selection and sequencing of ferry replacement is supported by a comprehensive business analysis which clearly outlines anticipated costs and benefits.										

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Canoe Landing Community Recreation Centre (former name Railway Lands) New Community Centre (CC)	31,201	26,112	25,581	78,248	40,325	On Track	Jan-2014 (Design) July -2017 (Construction)	Jul-19	Nov-19	Ⓡ	Ⓢ
Comments:	At 2018 year-end, construction of the project was close to 55% complete and a Request for Proposal for a Property Manager was being prepared to be released in 2019.										
Explanation for Delay:	A delay in steel delivery has resulted in a overall delay to the project schedule. A phased turnover planned for partial occupancy for the schools only in early August 2019 and full turnover by November 2019 continues to be viable.										
Bessarion Community Centre, Community Centre, Child Care Centre, Bayview-Bessarion Library Branch, and Underground Parking Garage	13,780	8,015	6,138	92,850	10,973	Significant Delay	2013	2020	Dec-21	Ⓡ	Ⓡ
Comments:	Purchasing and Materials Management Division (PMMD) issued the purchase order to Eastern Construction Company Limited on June 5, 2018 and the project is under construction with close to 9% of contract work completed. Excavation and shoring proceeds under a stand-alone permit for excavation of contaminated soil. Site Plan Approval and Building Permits are expected to be issued early in 2019. The contractor will be commencing foundation work in early February and proceeding with construction of the underground parking garage. Level P3 and much of the Level P2 structure are expected to be completed by the end of 2019.										
Explanation for Delay:	Contract Award Delays										
Wellesley Community Centre Pool - Design & Construction	7,594	7,613	6,310	20,000	10,076	Significant Delay	2013	May-19	Dec-19	Ⓢ	Ⓡ
Comments:	PMMD issued the purchase order to Aquicon Construction Ltd. on August 11, 2017 and the project is under construction with close to 49% of contract work completed at 2018 year-end. Construction is in progress with the steel structure complete, roof installation well underway, construction of masonry walls underway, and basement mechanical equipment largely installed with further mechanical and electrical rough-in ongoing.										
Explanation for Delay:	The 2017-2018 winter weather has hampered the speed of the concrete pours, so there has been some slippage to schedule. Based on the schedule and this slippage, construction substantial performance is anticipated for 2019 year-end.										
Don Mills Civitan Arena Design & Construction				24,500		Significant Delay	Jan-16	Dec-19	Dec-24	Ⓢ	Ⓡ
Comments:	GMC recommended that City Council (GM13.15) at the July 2016 Council meeting, approve in principle the relocation of the Don Mills Arena to 844 Don Mills Road (Celestica site) subject to 3 conditions relating to an OMB appeal, a complete development application with an appropriate park block, and an appropriate timeline. The OMB appeal is settled, the development application is complete, but the appropriate park block and timelines have not yet been resolved. City Council directed City Staff to negotiate with the owners of the Celestica site and report back to Council. The report was before Government Management Committee on April 3, 2017 and on April 26, 27 and 28, City Council adopted the following: 1. City Council direct staff to ensure that the new Community Centre, to be built as part of the land exchange agreement with Cadillac Fairview, be operational by October 2020 (the closing date of the existing Don Mills Arena), in accordance with the development agreement approved by City Council; and 2. City Council direct the General Manager, Parks, Forestry and Recreation to strike a Steering Committee comprised of City staff, local residents and the Ward Councillor in order to facilitate the October 2020 deadline for the new Community Centre. The arena is slated to be closed, pending further discussions with the developer regarding a lease extension beyond the planned October 2020 closing date. Parks, Forestry and Recreation is waiting for parkland conveyance from the development for the Celestica site located at 844 Don Mills Road. In terms of timelines for the new two-pad arena: if the land is conveyance by 2021, the arena is anticipated to be constructed by 2024.										
Explanation for Delay:	Awaiting site to be conveyed to the City.										

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Davisville Community Pool Design and Construction				17,135		On Track	Pre-Design / Investigation - February 2017 Design - January 2020 Construction - 2021	Sep-22	Dec-23	⊕	⊖
Comments:	CreateTO and TDSB continue to negotiate the lease and shared facility agreement. The majority of issues on the TDSB Site Plan Approval (SPA) have been resolved between the City and the TDSB. City Planning issued the Notice of Approval Conditions (NOAC) on November 20, 2018. An RFP for professional services for the Aquatic Centre will be initiated by the City at the end of 2019.										
Explanation for Delay:											
North East Scarborough Community Centre and Child Care Centre Design and Construction	907	265	321	40,000	491	On Track	Design Phase - 2017 to 2019 and Construction Phase - March 2020 to December 2022	Dec-20	December 2022 based on potential inclusion of a new pool	⊕	⊕
Comments:	Two public consultation meetings were held over 2016 and 2017 which informed the decision to add a pool to the program. The RFP was re-issued in October 2017 and awarded to Perkins and Will Architects in May 2018. The Design Team met with representatives from City Planning and Transportation on December 19, 2018 to discuss Parks, Forestry and Recreation's Executive Steering Committee's preferred site context so as to review and resolve the main entrance issue and the possibility of extending the Colins Road to the Joyce Trimmer Park. The Schematic Design is currently underway and the design team is addressing issues/comments raised by Community Planning, Urban Design, Transportation Services and TRCA.										
Explanation for Delay:	Delay in contract award										
Western North York New Community Centre and Child Care Centre Design and Construction	150	30	50	40,000	37	Minor Delay	Design: February 2016 Construction: June 2020	Fall 2020	Spring 2023	⊕	⊖
Comments:	Capital Projects and Recreation staff selected an architect for the project through an RFP process, and the contract and purchase order were issued to MJM Architects November 22, 2018. Community consultation, schematic design and design development will be undertaken in 2019. Development of a community consultation strategy, Working Group meetings and Design Workshops, energy feasibility studies and Design Review Panel meetings will be undertaken in 2019.										
Explanation for Delay:	RFQ/RFP Delayed										
40 Wabash Parkdale New Community Centre Design and Construction	253	215	50	40,000	237	Minor Delay	Pre-Design/ Investigation 2017, Design 2018-2020, Construction -2021	Dec-23	Dec-24	⊕	⊖
Comments:	The preliminary design phase started in 2017 with site investigations. The Request for Proposal (RFP) Call for architectural and engineering services and a Request for Quotation Call for Fairness Monitor services will be issued in 2019. The Cultural Heritage Evaluation Report (CHER) and Condition Assessment report are still being reviewed										
Explanation for Delay:	RFQ/RFP Delayed										

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IT-Registration, Permitting & Licensing (CLASS Replacement)	2,751	2,910	2,500	25,415	5,622	Significant Delay	Design Phase: May 2016 Implementation: July 2018	Sep-19	Dec-23	Ⓢ	Ⓡ
Comments:	The RFP was issued on April 6, 2017 and submissions were received on May 30, 2017. The RFP evaluation and negotiation was completed in June 2018. Based on the scope negotiation with the selected vendor (Legend Recreational Software) in June 2018, City Council approved, on July 23rd, entering into a contract with Legend based on a phased implementation timeline until 2023 and an additional budget of \$7.5 million to cover implementation in years 2021, 2022, and 2023. Go-live of Phase 1 is estimated Q1 2020. The legal agreement has been signed by the City and Legend. Work started with Legend in October 2018. Work is progressing on the solution configuration, solution customization, and implementation planning.										
Explanation for Delay:	RFQ/RFP Delayed										
IT-Enterprise Work Management System	2,000	1,675	2,000	13,850	4,516	Minor Delay	Jan-12	Dec-20		Ⓢ	Ⓢ
Comments:	Implementation vendor (EMA) has been selected. This project is comprised of several work packages. The first, Work Package A, was completed at the end of June 2018. Work Package B is scheduled to start March 1 and has a planned duration of 12 months. It's scope is the configuration of core Maximo and implementation of common integrations. Work Package C, the implementation of the tool for Urban Forestry, is slated to take place over 2019 and 2020. Other planned Work Packages will implement Toronto Water, Transportation and Solid Waste. Future Work Packages will be needed to implement Parks and Community Recreation Branch, now targeted for 2020-2021 but not budgeted yet.										
Explanation for Delay:	Procurement Issues										
318 Queens Quay West Park (Rees Street Park) Phase 1 Design & Construction	179	74	179	10,800	319	On Track	Design Competition: Spring/Summer 2018 Detailed Design: Fall/Winter 2018 Construction: Anticipated 2020	Dec-22		Ⓢ	Ⓢ
Comments:	Starting in 2015, staff initiated environmental investigations of the site at 318 Queens Quay West. Final reporting is suspended until a Lease Agreement with Harbourfront Centre terminates in 2020. Public and stakeholder consultation has been on-going since January 2016. Design for the park is being completed through a 2 stage Design Competition in partnership with Waterfront Toronto. Stage 1: Request for Qualifications (RFQ) to select a shortlist of design teams is completed. Stage 2: Design Competition for the shortlisted proponents is completed. The winning team announced in early October is wHY Architecture and Brook McIlroy. The winning project is called Rees Ridge. Design Development by the architect will begin in early 2019 following execution of a Delivery Agreement between PF&R and Waterfront Toronto (WT).										
Explanation for Delay:	Design competition being done in coordination with Waterfront Toronto										

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York Off Ramp Park Design and Construction	400		200	11,000			Design: June 2018 Construction: August 2019	Aug-20		Ⓞ	Ⓞ
Comments:	Public and stakeholder consultation has been on-going since December 2017. Design for the park is being done through a 2 stage Design Competition in partnership with Waterfront Toronto. Stage 1: Request for Qualifications (RFQ) to select a shortlist of design teams is completed. Stage 2: Design Competition for the shortlisted proponents is completed. The winning team announced in early October is Claude Cormier and Associates. The winning project is Love Park. Design Development by the consultant has begun with execution of a Delivery Agreement between PF&R and Waterfront Toronto (WT) anticipated in 2019.										
Explanation for Delay:	Design competition being done in coordination with Waterfront Toronto										
Shelter, Support & Housing Administration											
George Street Revitalization	39,318	14,130		80,098	18,517	On Track	Jan-16	Dec-16		Ⓞ	Ⓞ
Comments:	City Council on December 15, 2016, authorized three contracts, duration terms for all being January 1, 2017 to June 30, 2018: PRISM as Owner's Representative, Montgomery Sisam Architects as Planning, Design and Compliance Consultants, and Infrastructure Ontario as Alternative Financing and Procurement (AFP) advisors, to ensure ongoing progress for GSR and in particular the development of Project Specific Output Specifications (PSOS). The project is also proceeding to secure suitable sites for transition of Seaton House residents, as directed by Council. Note: In July 2016 Council approved a Design Build Finance alternative procurement model. The total capital cost for the George Street Revitalization is estimated at \$583.4 million which has approved for funding in the 2018 budget.										
Explanation for Delay:	The spending for GSR has been delayed pending the acquisition of appropriate shelter sites for transition. Spending accelerated in Q3 & Q4 2018 as construction at 3306 Kingston (opening April 2019) and 731 Runnymede (opening Q2 2019) progressed.										
Addition of 1000 New Shelter Beds	33,680	17,188		168,360	17,188	On Track	Jan-18	Dec-20		Ⓞ	Ⓞ
Comments:	Real Estate, Facilities and SSHA have partnered to identify shelter sites and thus far two sites have been purchased (Davenport and Islington) and one site has been leased (545 Lakeshore). Additional sites need to be identified by Facilities to reach the goal of 1000 beds.										
Explanation for Delay:	The process for siting shelters is underway with Real Estate locating potential sites. Facilities has awarded a Master Service Agreement for consultant services for a range of services from building condition assessments, design and engineering services and construction oversight. Facilities will coordinate the tendering and renovations of building at any sites.										
Toronto Employment & Social Services											
HSI' Phase 2	2,313	1,211		9,823	1,211	Minor Delay	Jan-18	Dec-21		Ⓞ	Ⓞ
Comments:											
Explanation for Delay:	The 2018 cash flow was underspent by \$1.102 million due to a delay in finalizing salesforce contracts and recruitment of project staff positions as such 2019 cash flows will be correspondingly higher as the total project cost is unchanged at \$9.8 million.										

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Toronto Paramedic Services											
Project Name: Multi-Function Station #2 - Preparation	460	268		1,200	608	On Track	Jan-17	Dec-20		Y	Y
Comments:	Full feasibility study was completed and received from the consultants in January 2018. Soil remediation and archeological assessments have been completed in August 2018. An Architect has been hired on March 29, 2019 to conduct a second feasibility study based on the newly 2019 Council approved budget. This study is expected to be completed by June 2019. In 2020, it has been scheduled to hire an Architect and Contractor for the design and construction process. The design and construction proposal is expected to be submitted to and approved by Scarborough Planning by 2021. It is anticipated that construction will start in 2022 and the building at 330 Progress Ave will be handed-over to PS by the end of 2024.										
Explanation for Delay:	The Multi-Function Station #2 project underspending and project delays were due to the loss of the project manager in August. A new project manager was assigned in Oct/Nov 2018. The feasibility assessment based on the new 2019 Council Approved Budget is on track with expected completion by the end of Q2.										
Fire Services											
Project Name :STATION B - Downsview (STN 144) KEELE / SHEPPARD	2012	87	87	10,885	4,109	Significant Delay	30-Apr-16	31-Dec-16	30-Jun-21	R	R
Comments:											
Explanation for Delay:	Site Plan Approval was finalized on July 31, 2018 and the building permit was issued on August 28, 2018. All permits are in place to build the station. The pre-tender cost estimate exceeded the project budget by \$1 million and prevented TFS from proceeding to tender. The \$1 million project cost increase, funded by development charges, was approved in October 2018. The tender was issued on November 30, 2018 and closed on January 15, 2019. The lowest compliant bid came in over budget due to market conditions. A report to Budget Committee is being drafted to request additional funds. The revised completion date is Q2, 2021 based on estimated award and tender.										
Project Name STATION A - Woodbine (STN 414) HWY 27 AND REXDALE B	2014	12	12	8,342	1,716	Significant Delay	30-Apr-15	31-Dec-17	31-Dec-22	R	R
Comments:											
Explanation for Delay:	Create TO involvement in maximizing the use of the site, and City Planning requirements for a hydrogeological report delayed site plan approval. The hydrogeological report and testing have been finalized. Co-location with Paramedic Services has been approved. The re-design of the station is in progress. The revised completion date is Q4, 2022.										

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Transportation Services											
F. G. Gardiner*	88,450		22,825	2,457,276	166,690	Minor Delay	Apr-13	TBD (subject to completion of design phase)	N/A	Ⓜ	Ⓜ
Comments:	Work is proceeding on the F.G. Gardiner Strategic Rehabilitation Plan according to the New Implementation Approach adopted by Council in December 2016. The Jarvis to Cherry St. contract was awarded at the June 2018 PWIC and the contractor has started to mobilize. Pre-design services for the environmental assessment associated with the eastern portion of the Expressway have been retained at a cost of \$2M. Completion is anticipated for late 2019.										
Explanation for Delay:	The project cashflows for Contract 1 (contract from Jarvis to Cherry St.) have been adjusted to properly reflect the contractor's revised project schedule and milestones. As a result, the 2018 expenditure is lower than budgeted and the 2019 & 2020 cashflows have been adjusted accordingly.										
<i>*The total project cost for the Gardiner reflects the 2012 - 2027 costs.</i>											
Waterfront Revitalization Initiative											
TRANSPORTATION INITIATIVES	9,816	4,880	7,000	31,448	24,606	On Track	Feb-14	Dec-18	Oct-19	Ⓜ	Ⓜ
Comments:	A multi-phase project to deliver various transportation focused initiatives to the City, including the Gardiner East EA completed in 2017 and the Gardiner Yonge/York/Bay Ramp Removal EA completed in 2013. The final phase of the project involves the construction of the Garrison Crossing, formerly known as the Fort York Pedestrian and Cycle Bridge that will link Stanley Park in Trinity Bellwoods to the Carrison Commons in Fort York.										
Explanation for Delay:	Construction is ongoing for the bridge. Installation of the bridge components has been completed. Bridge connections and trails will be completed by Q3 2019. Completion was delayed due to extensive coordination required overall for the creation of Ordnance Park which connects the two bridges.										
CHERRY STREET STORMWATER LAKEFILLING	40,837	13,697	29,000	65,000	32,860	On Track	Nov-16	Dec-19	Mar-20	Ⓜ	Ⓜ
Comments:	Dockwall construction and lakefilling are almost complete, anticipated completion dates of these tasks are in Q2 2019. Revetment (slopes on the banks of a river to absorb the energy of incoming water) work has resumed after winter shut-down.										
Explanation for Delay:											

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PORT LANDS FLOOD PROTECTION	125,900	35,165	67,600	400,417	49,908	On Track	Jan-17	Dec-24		Y	G
Comments:	Funding is currently being utilized to allow Waterfront Toronto to work with Waterfront Secretariat, other City Divisions, TRCA, CreateTO, and Ports Toronto to advance the design of roads and services, bridges, parks, flood protection, earthworks and environmental management/remediation and construction management in order to stay on the project schedule and budget. The Parks, Public Realm and River designs are at 50%. The New Cherry Street portion of the Roads and Services are at 90% design and construction is planned to start summer 2019. North Cherry Bridge is at 90% design and the bridge superstructure construction is planned to start in spring 2019. The detailed design process continues in 2019. Site excavation and demolition is underway and river valley cut off walls are planned for installation beginning spring 2019. The Port Lands Flood Protection schedule has been re-baselined in Q1 2019 and key risks to the schedule and costs are being monitored by Waterfront Toronto and Executive Steering Committee on a monthly basis.										
Explanation for Delay:											
THE BENTWAY (PROJECT UNDER GARDINER)	3,000	3,000	3,000	23,500	23,500	On Track	Feb-16	Dec-18		G	G
Comments:	Construction of Bentway Phase 1. Funding has been transferred to Waterfront Toronto as per payment schedule.										
Explanation for Delay:											
311 Toronto											
CRM Upgrade and Replacement	3,268	1,468	1,468	7,636	2,538	On Track	Jun, 2016	Dec, 2020	Dec, 2020	Y	Y
Comments:	This includes intergation project with Building and MLS. The progress on business and technical requirements gathering is on track.										
Explanation for Delay:	There was a delay in signing Enterprise Master Service Agreement (MSA). MSA with Salesforce was signed and executed in July 2018. The Phase 1 release of the Enterprise CRM Solution was successfully implemented, on December 12th 2018. The Phase 1 Solution enhances and improves the Online Citizen Self-Serve capabilities by implemented online Booking & Scheduling for Toronto Water on/off service requests.										

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Facilities Management, Real Estate & Environment											
Union Station Revitalization	112,508	43,032	43,032	823,867	749,854	Significant Delay	Sep-09	Current Plan - Mar-2019 (Original end date was May-2016)	Q4 2019	Ⓡ	Ⓡ
Comments:	<p>Key elements completed to date include:</p> <ul style="list-style-type: none"> - Full design of all stages of work - New VIA Panorama Lounge (2012) - West Wing handover to Metrolinx (2013) - NW PATH Phase 1 (2014) - Implementation of new M&E systems (2014) - York Concourse substantial completion achieved in Feb 2015 (Concourse opened to the public on April 15th, 2015) <p>Stage 2/3 contractor commenced in September 2015 and work is underway on the remaining key elements:</p> <ul style="list-style-type: none"> - Bay concourse and VIA concourse - Great Hall restoration - Moats and Bay street promenade - Completion of lower level and East Wing retail space 										
Explanation for Delay:	<p>Issues having an impact throughout the life of the project include maintaining heritage elements of Union Station, performance issues with contractors, environmental and unforeseen site conditions and coordinating and carrying out construction while maintaining operations at the Station. To mitigate risks project teams have responded with value engineering, constructability changes, minor scope adjustments, and consideration of different construction methodologies.</p> <p>Risk continues on project schedule and budget with respect to Bondfield's ability to meet their deliverable timelines as City staff were frequently receiving liens and other communications from trades of Bondfield working on the USRP. The City is working closely with the project consultants and the General Contractor's surety company to discuss the latest performance and progress issues.</p>										
St. Lawrence Market North Redevelopment	1,000	752	752	102,342	13,866	Significant Delay	Temp Market: Dec-14 New North Market: Jan-17	Temp Market: Dec-14 New North Market: Dec-14	Temp Market: Actual End Date- June-15 New North Market: Q2 2022	Ⓢ	Ⓡ

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Comments:	<p>Construction of interim market completed in June 2015 and open to public.</p> <p>The project is undergoing a four stage archeological process due to significant findings discovered. As previously communicated, a delay of up to fourteen months is expected as a result. Design of new building continued to be finalized during this time.</p> <p>Demolition of existing building completed in Q4 2016. On April 26, 2017 Council approved funds for the salvage of archaeological remains for future public interpretation within the new North Market redevelopment in accordance with the approved Heritage Interpretation Plan. An additional \$10.885M was approved by Council at its meeting on February 12, 2018 for the incremental design and construction cost of the heritage archeological display as well as the Stage 4 archaeological mitigation process and changes in cost discovered through new information included in the construction bids and additional project contingency.</p> <p>Bondfield identified as the winning bid through the construction tender process. Subsequent to the bidding process, it was determined Bondfield did not meet the requirements of the tender call and the contract was not awarded. The City completed the General Contractor Pre-qualification process and issued the new tender call at the end of November 2018 with closing in February 2019. A report was brought forward with a recommendation to award the construction contract.</p>										
Explanation for Delay:	<p>Experienced a number of design changes driven by the consultant, the need to find budget efficiencies and change requests from clients and stakeholders.</p> <p>Discovery of significant archeological remains, resulting in a four stage archeological process and change in project scope due to public interpretation has caused delays to project timelines.</p> <p>General Contractor unable to secure insurance bond on project, as a result the City was required to cancel the previous construction tender call. Due to the need to re-tender, the original target completion date will be extended by approximately 12-14 months.</p>										
Information Technology											
Project Name Consolidated Data Centre	6,284	3,676	3,676	13,600	11,932	On Track	May-14	Dec-19	Dec-19	Ⓢ	Ⓢ
Comments:	<p>Construction commenced in late June after funding was secured with contributions from Facilities, Real Estate, Environment & Energy (FREEE) and Toronto Water .</p> <p>The Toronto Hydro substation was installed in September to upgrade electrical capacity and resiliency.</p> <p>The next phase is to build the Toronto Water data hall and modernize their office space.</p> <p>Substantial completion and commissioning of the whole data centre is targeted for the end of 2019.</p>										
Explanation for Delay:											

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Project Name Enterprise Work Management System	3,093	1,646	1,646	8,130	4,770	Minor Delay	Jan-13	Feb-25	Dec-25	Ⓔ	Ⓐ	
Comments:	The vendor is currently engaged and solution design and implementation planning is well underway. As the implementation is across multiple divisions, the program has been split in three phases. The first go live release for phase 1 is targeted for 2019 and phase 3 is targeted for 2025. The road map is as such to minimize implementation risk, allow for comprehensive sustainment planning and maximize benefit realization.											
Explanation for Delay:	There was a delay in the procurement process by 8 months due to renegotiation of vendor scope and City responsibilities. This consequently delayed selection and scoring. In addition, there was a 4 months delay in the preceding prerequisite work package A (WPA) which pushed work package B (WPB) and deferred the planned/forecasted; hardware, licensing and vendor etc. costs.											
Project Name Enterprise Documents and Records Management	1,473	708	708	4,070	2,777	Significant Delay	Mar-14	Dec-17	Dec-19	Ⓐ	Ⓔ	
Comments:	Version 1 of the Toronto Records (T-Recs) solution was deployed to production at the end of November 2018. The Corporate Information Management Services (CIMS) Electronic Records Pilot started on November 26th 2018, and is expected to run until the end of March 2019. The team is working to gather and confirm the requirements for managing Physical Records, these capabilities will be deployed in T-Recs Release 2 towards the end of Quarter 1 2019. Initial planning work for phases 3 and 4 of the project has been completed, these phases cover the migration of physical records data from the current records management solution, LiveLink Records Server (LLRS), to T-Recs. Migration will be complete by the end of 2019.											
Explanation for Delay:	Project alignment with Enterprise Collaboration Foundation (ECF) is no longer required as sponsors have delayed the integration of the two solutions, T-Recs and Office 365. A clear definition of the end state for T-Recs, both City and vendor project staff turnover, an agreement on a high level sustainment model, as well as the recruitment of resources needed to satisfy the end state delayed the project. Recruitment of some resources needed to satisfy the end state has started.											
Project Name Web Revitalization: Web Refresh Phase 2	900	888	888	7,780	7,765	Completed	Apr-14	Apr-18	Mar-18	Ⓔ	Ⓔ	
Comments:	Web Revitalization Project completed as of March 29, 2018, on schedule and under budget. Administrative project closeout activities completed.											
Explanation for Delay:												
Project Name Disaster Recovery Program	1,750	545	545	37,960	17,341	Significant Delay	Jan-13	Dec-24	Dec-24	Ⓐ	Ⓔ	
Comments:	Disaster Recovery (DR) is being aligned with the Tiffeld Data Centre (Consolidated Data Centre project) to ensure that there is a governance framework that supports the DR strategy and meets our business and IT infrastructure resiliency needs. An updated work plan will reflect this approach.											
Explanation for Delay:	Project delayed by more than six months due to resource constraints that are being addressed with I&T SLT engagement. Direction to hire new PD for 2019. Once in place, the revised scope & strategy will be defined											

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Project Name Enterprise Time Attendance & Schedule Mgmt. Solution	259	246	246	14,950	14,942	Completed	Jan-14	Dec-17	Dec-17	Ⓢ	Ⓢ
Comments:	The TASS Solution for TPS was Successfully implemented in Production on Feb 15th 2017. The project is now in sustainment and all project activities are now complete. The project is kept active to address the post go-live stabilization issues in TPS. Currently there is a \$150,000 holdback amount retained until the outstanding issues with the solution are resolved.										
Explanation for Delay:											
Financial Planning											
Financial Planning Analysis Reporting System (FPARS) - Phase 1 (PBF Implementation)	5,175	3,021	3,021	60,820	57,663	On Track	Jan-10	Dec-14	Oct-15	Ⓢ	Ⓢ
Financial Planning Analysis Reporting System (FPARS) - Phase 2 (EPM)						Delayed	Jan-15	Dec-18	Jun-19	Ⓢ	Ⓢ
Comments:	<p>Phase 1 - PBF Implementation (Note: during the 4th quarter of 2018, the FPARS project was identified for an audit review and work began for this requirement):</p> <p>In Q4, 2018:</p> <ul style="list-style-type: none"> Working on Benefits and Value Realization. Continue working with divisions on adoption of technology and process improvements. <p>Phase 2 - EPM (Note: the EPM project was delayed in November due to a project change request. Work continues to finalize the project change request):</p> <p>In Q4, 2018:</p> <p>Data Governance & BI Framework:</p> <ul style="list-style-type: none"> Continue to support establishing data strategy under data governance and BI Framework. <p>Automated Reporting:</p> <ul style="list-style-type: none"> Decommissioned Solaris BW servers and installing new Linux servers. Upgraded BW to 7.5 SP12, BOBJ to 4.2 SP6 patch 1 with Lumira 2.2. Work continues to define end-to-end process for final testing. <p>Predictive Analytics:</p> <ul style="list-style-type: none"> Tools are being identified and plan to procure the tool is underway. <p>Data Visualization:</p> <ul style="list-style-type: none"> PM Report and SPIRIT Dashboards are being migrated in to Lumira 2.2. Toronto Budget and Performance portal are being developed. Section 37 Proof of Concept developer and showcased. "Inspections" report - mock up is developed and demoed. Additional requirements are being worked out. 										

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<div style="text-align: right; margin-bottom: 0;"> ↓ Life to Date ↓ </div>											
Explanation for Delay:											
Pension, Payroll & Employee Benefits											
SAP-Supported Cross-Application Timesheet (CATS)	548	363	363	7,540	7,355	On Track	Jan-14	Dec-18	Dec-18	Ⓒ	Ⓒ
Comments:	<ul style="list-style-type: none"> • CATS went live, on-schedule, on Sept 14, 2016. • TASS/Kronos went live for PF&R on November 9, 2016 and for TPS on February 15, 2017. • Project close to completion. Small amount withheld from Consultant to be released in 2019. 										
Explanation for Delay:											
City Clerk's Office											
Information Management Infrastructure - Enterprise Document & Records Management Solution (EDRMS)	1,241	1,241	1,241	4,829	4,278	Significant Delay	2011; Revised March 2014	Dec-17	Dec-19	Ⓒ	Ⓒ
Comments:	Council approved proceeding with the Provincial Vendor of Record (OpenText) on December 9-10, 2015. The City has negotiated and signed agreements with OpenText. Work with OpenText is in progress. Electronic records pilot: job aids and test cases development is completed. Physical records migration pilot: testing of migration scripts is in progress.										
Explanation for Delay:	The project has decided to adopt a more phased in approach for the roll-out of EDRMS in order to recognize the immense diversity and complexity of requirements across City divisions and also, to provide for sufficient time to implement a comprehensive change management program to ensure a successful corporate transformation.										
Exhibition Place											
Replace Roof at Exhibit Hall, Queen Elizabeth Building CEX 135 - 06 & CEX 135 - 08	1,351	1,351	1,351	2,375	2,375	Delayed	Jan-17	Dec-17	Dec-18	Ⓒ	Ⓜ
Comments:	Construction started in the fall of 2017 and is now complete.										
Explanation for Delay:	Two-year 2017-2018 funding for project. Partial construction delay was due to weather and show schedule conflict.										
Retrofit Cooling Towers at Enercare Centre CEX 130 - 16	1,205	1,205	1,205	1,205	1,205	On Track	Jan-18	Dec-18	Dec-18	Ⓒ	Ⓒ
Comments:	Project complete.										
Explanation for Delay:											

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Fountains Retrofit at Various Locations CEX 129 - 30	535	148	148	535	148	Delayed	Jan-18	Dec-18	Jun-19	ⓐ	Ⓜ	
Comments:	Construction in progress.											
Explanation for Delay:	Partial construction delay was due to RFP delay at City and weather related.											
Toronto and Region Conservation Authority												
LONG TERM ACCOMMODATION - 5 SHOREHAM AND INTEREST	370	370	370	39,200	704	On Track	Jan-18	Dec-18	Dec-18	ⓐ	ⓐ	
Comments:	The integrated design team is close to completing the contract documents phase of the project. The construction manager has completed the trade pre-qualification process through the Merx procurement system. The first trade tenders were issued May 9 with all tenders closed by June 6. Construction start will be from June 17, 2019 to July 2, 2019. The site plan application third submission was issued April 17 with Notice of Approval of Conditions (NOAC) expected by the end of May to the beginning of June. The minor variance application was approved without comment through the appeal period TRCA continues to look for other funding sources and is currently in the second submission stage for the NRCan - GCWood_ Low-rise Non-Residential Wood Grant program with funding up to \$2M.											
Explanation for Delay:												
Toronto Police Service												
54/55 Divisions Amalgamation	6,203	172	172	39,873	623	Delayed	Jan-17	Dec-21	Dec-21	ⓐ	Ⓜ	
Comments:	The recommended site for the amalgamated division was approved by the City's Executive Committee and endorsed by Toronto City Council in January 2018.											
Explanation for Delay:	Subsequent to Council approving the Site for the amalgamated 54 and 55 Divisions, Council directed staff to convene an interdivisional working group to undertake a Master Plan for the Site, which will include community consultations, technical studies along with confirming the required existing and future TTC uses to be included on the site. Construction cannot be started until the Master Plan is completed.											
Peer to Peer Site	13,783	12,042	12,042	19,924	18,180	On Time	Jan-14	Dec-19	Dec-19	ⓐ	ⓐ	
Comments:	From an overall project perspective, the project is ahead of schedule, and therefore, the cash flow budget of \$3.5M in 2019 has been advanced to 2018 to complete the construction. It should be noted that the total project budget for Peer-to-Peer facility project remains the same.											
Explanation for Delay:												

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Transforming Corporate Support	2,809	1,704	1,704	8,742	4,940	Delayed	Jan-14	Dec-20	Dec-20	Ⓔ	Ⓜ
Comments:	The balance of 2018 will be focused on the completion of the system upgrade, implementation of core system redesign and roll-out of new workforce analytics. Phase III time and labour design and implementation work will be the focus in 2019 onwards. Remaining 2018 project funds will be required in 2019 for phase III work.										
Explanation for Delay:	Project continues to experience delays due to resource constraints. From an overall perspective, project will still be delivered within budget and within the same time frame as planned.										
Enterprise Business Intelligence	4,355	3,968	3,968	10,216	9,029	On Time	Jan-15	Dec-18	Apr-19	Ⓔ	Ⓔ
Comments:	The project has experienced delays due to the negotiation of critical project change requests with the vendor related to scope items. The Service is working with I.B.M. on mitigation strategies to bring the project back on track. \$780K is being requested to be transferred to the Radio Replacement project that has capacity for spending in 2018. In 2019, those funds will be returned to EBI project.										
Explanation for Delay:											
Radio Replacement	5,485	5,120	5,120	39,347	19,257	On Time	Jan-16	on-going	on-going	Ⓔ	Ⓔ
Comments:	Due to some delays with E.B.I project, Service staff are working with the City Finance team on an in-year adjustment of \$780K for transfer of funds from E.B.I. to Radio Replacement project that has capacity for spending in 2018. In 2019, those funds will be returned to E.B.I project.										
Explanation for Delay:											
Connected Officer	1,717	1,266	1,266	24,200	2,181	On Time	Jan-17	Dec-20	Dec-20	Ⓔ	Ⓔ
Comments:	Proof of Concept and the acquisition of 700 devices completed by March 2018. Funding from PEM grant.										
Explanation for Delay:											
Body Worn Camera - Initial phase	487	19	19	500	32	Delayed	Jan-17	Dec-18	Dec-18	Ⓔ	Ⓜ
Comments:	Complete scope of this project is being reviewed. Acquiring the external expertise required to effectively oversee, manage and analyse the B.W.C. non-binding R.F.P. process is in progress.										
Explanation for Delay:	Body worn cameras require significant one-time capital and on-going operational costs (camera and infrastructure replacement, image storage management, including cataloguing, retrieval administration, etc.). Given the fiscal challenges, this project is currently undergoing a strategic review. TPS is moving forward with a non-binding RFQ that considers cloud storage as part of the potential solution. The project will still be delivered within the approved budget and within the same time frame as planned.										

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State-of-Good-Repair	6,527	4,794	4,794	on-going	on-going	On Time	on-going	on-going	on-going	Ⓞ	Ⓞ
Comments:	Some of the projects within State-of-Good-Repair (SOGR) are on hold until decisions from transformational task force around facility realignment is made.										
Explanation for Delay:											
Conducted Energy Weapon (C.E.W.)	0	0	0	0	0	Completed	Jan-17	Dec-18	Mar-18	Ⓞ	Ⓞ
Comments:	Policing Effectiveness and Modernization (P.E.M.) grant funding was available and approved by the Ministry of Community Safety and Correctional Services to cover the cost of C.E.W.'s. As the capital funds for these devices is no longer required, the reallocation of these funds to the EB1 project has been requested and approved by the Board in the Service's first quarter 2018 variance report.										
Explanation for Delay:											
Parking Handheld A.P.S.	1,848	1,847	1,847	2,050	2,049	On Time	Jan-17	Dec-18	Dec-18	Ⓞ	Ⓞ
Comments:	Phase II includes implementation of new system to accommodate A.P.S. requirements for photo evidence. Vendor has moved ahead with customizations, Toronto Parking Authority mobile payment check development is in progress. The target implementation date is 4th quarter of 2018. \$0.5M savings identified as a result of project negotiations. Savings has been transferred to E.B.I. project.										
Explanation for Delay:											
41 Division	395	125	125	38,928	125	On Time	Jan-18	Dec-23	Dec-23	Ⓞ	Ⓞ
Comments:	The planned construction of a new two story building on the existing 41 Division site will provide the Service with a district facility at the corner of Birchmount and Eglinton Avenues, an optimal site that is easily accessible with ample area for future expansion. A feasibility study was completed in January 2018 outlining options for a phased demolition and construction of the new building.										
Explanation for Delay:											
Toronto Public Library											
WYCHWOOD LIBRARY	3,759	1,456	1,456	15,796	1,997	Significant Delay	Jan-15	Dec-18	Dec-20	Ⓜ	Ⓜ
Comments:	Start of construction delayed to August 2018 due to the length of the City approval process.										
Explanation for Delay:	A two year delay in obtaining various City approvals for this multi-use facility has extended the end date of the project into 2020. Currently under Construction.										
BAYVIEW-BESSARION LIBRARY	100	1,012	1,012	15,322	1,684	On Track	Jan-14	Dec-19	Dec-21	Ⓞ	Ⓞ
Comments:	This is a shared use facility with timelines managed by Parks, Forestry and Recreation. Construction tender was awarded on April 30 2018. Over-expenditure in 2018 is due to pre-spending of 2019 budgeted cash-flows in 2018 for architectural and construction work done up to Dec 2018.										
Explanation for Delay:											

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DAWES ROAD LIBRARY	3,336	3,377	3,377	23,624	4,824	On Track	Jan-15	Dec-20	Dec-23	Ⓢ	Ⓢ
Comments:	City Real Estate Services is continuing to work on negotiations for site acquisition.										
Explanation for Delay:											
ST. CLAIR/SILVERTHORN LIBRARY	2,975	2,305	2,305	3,815	2,646	On Track	Jan-15	Dec-18	Dec-19	Ⓢ	Ⓢ
Comments:	Construction commenced in January 2018 and progressing well. Opening expected in Spring 2019.										
Explanation for Delay:											
NORTH YORK CENTRAL PHASE 1	5,281	5,281	5,281	17,474	17,474	Completed	Jan-15	Dec-19	Dec-18	Ⓢ	Ⓢ
Comments:	Project is completed										
Explanation for Delay:											
NORTH YORK CENTRAL PHASE 2	2,664	1,959	1,959	10,880	1,959	On Track	Jan-18	Dec-20	Dec-21	Ⓢ	Ⓢ
Comments:	Construction to start in 2019										
Explanation for Delay:											
Toronto Transit Commission											
Toronto Rocket Yard and Storage Track Accommodation	36,253	33,161		495,385	247,842	On Track	Jan-10	31/12/2019	TBD	Ⓢ	Ⓢ
Comments:											
Explanation for Delay:	Lower than expected expenditures for "Wilson CH Tracks 15 and 16 Expansion and Alterations"										
Easier Access - Phase III	46,395	46,780		669,917	241,881	On Track	Jan-06	31/12/2025	TBD	Ⓢ	Ⓢ
Comments:	Remediation of site condition at Wellesley										
Explanation for Delay:											

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Automatic Train Control (ATC) Resignalling project	68,324	57,082		864,154	438,643	On Track		31/12/2018	TBD	Ⓢ	Ⓢ	
Comments:												
Explanation for Delay:	1) Unused Contingency for 2.7 M 2) Bombardier and Equipment Payment Schedule changes for 2.8 M 3) Reduction in Closure costs for 2.7 M											
Fire Ventilation Upgrade	16,478	9,033		376,844	272,371	Minor Delay		Jan-11	Post 2027	TBD	Ⓢ	Ⓢ
Comments:												
Explanation for Delay:	1) Delay in property acquisition at Donlands Station(1M) 2) Absence of finalized cost sharing agreement with Metrolinx for Eglinton (3.1M) 3) Delay due to constructional issues between TPA and Contractor at Bloor Delay due to presence of asbestos at Dundas West (2M)											
McNicoll Bus Garage	29,900	31,671		181,000	55,990	On Track		Jan-12	31/12/2020	TBD	Ⓢ	Ⓢ
Comments:	Increase in expected expenditures for 2018, but no impact to estimated final cost.											
Explanation for Delay:												
Fare System - PRESTO/TTC Farecard	12,767	8,813		54,490	53,317	Minor Delay		Jan-12	31/12/2020	TBD	Ⓢ	Ⓢ
Comments:	Faregates installed at 75 Subway Stations (At Least one entrance per station). A total of 110 station entrances have Faregates. Faregates construction work underway at remaining stations.											
Explanation for Delay:	Adjustment for civil works cost assignment. Additional gate order, foreign exchange adjustment and maintenance calendarization. This is all carryover from 2017. The accruals will be adjusted by next variance reporting.											
Line 2 East Extension	129,217	82,099		533,411	182,529	Minor Delay		Dec-13	31/12/2023	TBD	Ⓢ	Ⓢ
Comments:												
Explanation for Delay:	Scarborough Subway Extension: - Reduction in: property and City Staff allowance, due to revised City acquisition plan (-\$14.9M); and Geotechnical investigations (-\$4.9M) SRT LE Roofing Rehabilitation: Increase in estimated expenditures at Scarborough Town Centre Stn.											
Relief Line South (Planning, Design and Engineering)	99,990	15,341		99,990	15,351	On Track		Apr-18	TBD	TBD	Ⓢ	Ⓢ
Comments:												
Explanation for Delay:	Contract awards delayed, due to MOU development taking longer than initially expected											

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Solid Waste Management											
Green Lane Landfill (CSW007)	13,810	9,877	9,877	150,663	67,220	On Track	Prior to 2010	Dec-18	Dec-18	Ⓡ	Ⓢ
Comments:	Legislated project for Green Lane landfill development that mainly include Leachate control system; gas control systems; cell excavation & base construction; engineering & monitoring; site services/final cover/storm; buffer land acquisition and landfill gas utilization work.										
Explanation for Delay:	Status: On track										
Dufferin SSO Facility (CSW009)	26,789	19,917	19,917	75,943	70,414	Delayed>6 Months	Prior to 2010	Dec-18	Apr-21	Ⓢ	Ⓡ
Comments:	Growth works on Dufferin Organics Processing Facility (OPF). Dry commissioning of various individual system components started in April 2018 and Wet commissioning started in June of 2018 and expected to completed on July 1 2019. Final completion date, including 2 year warranty in 2021. Carry-forward of \$6.871M has been included in 2019 budget.										
Explanation for Delay:	Status: Dufferin facility is more than 6 months delayed due to contractor-related issues in completion of wastewater treatment plant component.										
Perpetual Care of Landfills (CSW312)	15,086	12,514	12,514	43,744	34,313	Delayed<6 Months	Prior to 2010	Dec-18	Dec-22	Ⓢ	Ⓜ
Comments:	Legislated project for the perpetual care of landfills.										
Explanation for Delay:	Status: Less than 6 Months Delay. Carry-forward of \$2.571M has been included in 2019 budget.										
Transfer Station Asset Management (CSW361)	30,308	12,377	12,377	72,371	35,727	Delayed>6 Months	Prior to 2010	Dec-18	Dec-21	Ⓡ	Ⓡ
Comments:	These multi year projects include State of Good Repair work for roofing, paving, drainage systems, sprinkler systems, repairs to tipping floors and household hazardous waste depot relocation.										
Explanation for Delay:	Status: Delayed greater than 6 months primarily due to insufficient staff resources and delays in finalizing the bid documents (RFQ/RFP). Carry-forward of \$17.930M has been included in 2019 budget.										
Toronto Water											
St. Clair Reservoir Rehabilitation (CPW060-07)	9,119	9,119	9,119	27,442	21,631	On Track	Jan-14	Dec-21	Dec-21	Ⓢ	Ⓢ
Comments:	Extensive consultation was undertaken through the design phase to address community concerns regarding park access and restoration.										
Explanation for Delay:											

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Project Name ROSEHILL PS REHAB (CPW060-11)	2,588	1,817	1,817	5,812	2,396	On Track	Jan-15	Dec-21	Dec-21	Ⓞ	Ⓞ
Comments:	Construction is proceeding on track and will continue into 2019.										
Explanation for Delay:											
Project Name OUTFALL CONSTRUCTION (CWW039-06)	8,000	5,842	5,842	327,000	5,842	On Track	Jan-18	Dec-25	Dec-25	Ⓞ	Ⓞ
Comments:	The Ashbirdge Bay Outfall Construction project was awarded in Q4 2018, with construction scheduled to start in 2019.										
Explanation for Delay:											
Project Name Don & Waterfront Trunk/CSO Construction - PHASE 1 (CWW480-03)	59,200	59,200	59,200	500,000	59,200	On Track	Jan-18	Jan-24	Jan-24	Ⓞ	Ⓞ
Comments:	The Don & Central Waterfront Phase 1 construction project experienced strong performance in 2018.										
Explanation for Delay:											
>70% of Approved Project Cost Ⓞ On/Ahead of Schedule Between 50% and 70% Ⓢ Minor Delay < 6 months < 50% or > 100% of Approved Project Cost Ⓣ Significant Delay > 6 months											